

NAME OF LEAD ENTITY

City of Memphis Workforce Investment Network

2016 Labor Education Alignment Program (LEAP 2.0)

WIN Public Safety Careers

Workforce Investment Network

IN PARTNERSHIP WITH

1. Southwest Tennessee Community College
2. Shelby County Schools
3. City of Memphis Police Department
4. City of Memphis Fire Department

Kevin Woods, 480 Beale Street, Memphis, TN 38103]  
901-636-6811

kevin.woods@workforceinvestmentnetwork.com



Funding requested:  
\$ 617,560

A handwritten signature in blue ink, reading "Gary D. Hall".

President/Director of Higher Education  
Institution

A handwritten signature in blue ink, consisting of stylized initials and a surname.

Project Director

# Workforce Investment Network

## WIN Public Service Careers (WIN PSC)

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## ABSTRACT

### WIN PUBLIC SAFETY CAREERS

Memphis, like municipalities across the country, is focused on developing and promoting its workforce to meet employer demands in advanced manufacturing, healthcare, transportation, and information technology; sectors vital to our competitive economic advantage. As those sectors grow, so does Memphis. However, Memphis, like other municipalities, also faces an immediate and future crisis meeting their own demand to fill a range of public safety related positions (police, fire, emergency medical services and support positions) vital to its security, health, and vitality.

The Workforce Investment Network, Southwest Community College, Shelby County Schools, Memphis Police Department and Memphis Fire Department have come together to create the WIN Public Safety Career (WIN PSC) initiative to develop the career pathways and pipeline of in school youth (ISY), out of school youth (OSY) and adults to meet the crisis. Together, they will recruit and serve 150 participants interested in public safety careers through a strong marketing campaign aligned with existing strategies, case management designed to overcome barriers to individual success, career exploration, career targeted mentoring and work based learning (WBL) opportunities.

The Workforce Investment Network and Southwest Tennessee Community College are requesting **\$617,560** in grant funds to support WIN PSC. Program partners will leverage **\$541,420** in cash and in-kind services to support WIN PSC.

## SECTION 1. DEMONSTRATED NEED for WIN Public Safety Careers (WIN PSC)

**Overview of Need and Localized Data Call for Action:** Memphis, like municipalities across the country, is focused on developing and promoting its workforce to meet employer demands in advanced manufacturing, healthcare, transportation, and information technology; sectors vital our competitive economic advantage. As those sectors grow, so does Memphis. However, Memphis, like other municipalities, also faces an immediate and future crisis meeting their own demand to fill a range of public safety related positions (police, fire, emergency medical services and support positions) vital to its security, health, and vitality. An article in The Police Chief, (vol. 73, no. 10, October 2006), reported that 80% of the 17,000 law enforcement agencies have police officer positions they cannot fill. Similar shortages in fire and emergency medical services personnel nationwide is mirrored in Memphis as well. Table 1 below provides projections in the growth of three key positions in the public safety occupations and the median earnings between 2014 and 2019.

Table 1. Shelby County Public Safety Career Projections (Economic Modeling Systems Inc.)

	2014	2019	Number Change	% Change	Median Earnings
Police Officers	2412	2422	10	0	\$22.97
Fire Fighters	1062	1068	6	1%	\$22.58
Emergency Med. Technicians	1401	1463	48	4%	\$15.60

While growth in the absolute number of positions is small for these good paying jobs, the data doesn't reflect the true nature of the crisis. The Memphis Police Department (MPD) at full complement should have 2,425 police officers, not the 2,000 it currently has.

Complicating the gap, the MPD loses 100-110 officers each year through retirement, outside recruiters, injury and other sources of attrition. MPD has responded to the challenge by restarting its Police Services Technician program, establishing its “Join the Best in Blue” campaign and working with groups like Memphis Tomorrow to bolster its broader recruitment efforts and has established a goal of having two, 80 member Police Academy classes per year (Its current class has 24 students). Even if the goals were met, given the attrition rate, it would take the department 8 years to reach full complement.

Gaps in support roles exist as well. With the acquisition of body cameras worn by officers, the MPD needs 36 video analysts to manage the data. As a new career pathway in public safety, there is no national or third party data available to project demand for this occupation.

The Memphis Fire Department (MFD) faces similar challenges. While budgeted for a complement of 1110 fire fighters and 418 Emergency Medical Technicians (EMT), MFD loses an average of 6 fire fighter per year due to retirement and other factors of attrition. MFD recruitment process is also challenged by a lengthy recruitment process and getting cadets through the certification process. Of the current class of 100, 37 were unable to pass the national certification exam.

**Linkage between grant activities and local Needs:** WIN PSC intends to build awareness of, interest in and preparation for public safety career opportunities among high school youth through promoting enrollment in SCS Career Training Education (CTE) programs in alignment with these career pathways and enrollment of out of school youth 18-24) and adults into public safety related academic programs at Southwest Tennessee Community College (Southwest). WIN PSC will accomplish this through the articulation of coherent career pathways, a strong

marketing effort linked to MPD and MFD existing recruitment strategies, supporting students pursuing public safety careers with case management, opportunities for high school youth to earn college credit through dual enrollment at Southwest, mentoring and Work Based Learning (WBL) opportunities embedded in Southwest credit based classes leading to associate degrees or credit to transfer to bachelor degree programs.

**Alignment with Tennessee's Drive to 55 Goal:** Pathway to PSC aligns perfectly with Tennessee's Drive to 55 by creating interest in and supporting preparation for public safety careers that require completion of a post-secondary degree program (Associate or Bachelor) with the two target populations described in Section 2 of this proposal.

## **SECTION 2. PROGRAM PLAN**

**Expected Outcomes:** Table 2 presents the expected outcomes for the project.

Table 2. WIN PSC Expected Outcomes

	Actual Number	Target Percent	Target Number
Enrollment Rate (Program Period)	150	100%	150
Participation Rate (Quarter Basis)	150	80%	120
High School Diploma or High School Equivalency Rate (Program Period)	50	100%	50
Post-Secondary Certificate/diploma Rate (Program Period)	100	75%	75
Mentoring Rate (Quarterly Basis)		80%	0
Placement Rate in Work Based Learning (Program Period)		80%	120

### **Detailed Timeline:**

Six components makeup WIN PSC: Developing/Marketing PSC Career Pathways, Recruitment/Case Management; Career Exploration; Mentoring; Work Based Learning (WBL) and participant tracking and performance measurement. Table 3 provides a timeline overview.

**TABLE 3. Overview of WIN PSC Timeline**

	Year 1												Year 2												Year 3						
Month	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4
A. ESTABLISHMENT OF CAREER PATHWAYS																															
1. Development of fire and policy career pathways and tools for targeted population																															
2. Issue RFP to develop marketing campaign of career pathways to target populations																															
B. RECRUITMENT CASE MANAGEMENT																															
1. Initiate recruitment and outreach efforts for the enrollment of participants																															
2. Provide case management, supportive services and follow up services																															
C. CAREER EXPLORATION																															
1. Delivery of standard WIN One Stop Shop Services																															
2. Participants use career exploration tools																															
3. Participants enrolled in WIN ACT Work Ready Community initiative																															
4. ISY Students enroll in SCS Career Training Education programs as appropriate																															
5. OSY/adults enroll in SWTCC programs																															
6. ISY/Adults participate in appropriate field trips																															
D. MENTORING																															
1. Recruitment of volunteer mentors																															
2. Vetting/training mentors																															
3. Mentor-mentee contacts																															
E. WORK BASED LEARNING																															
1. Year Round WBL for OSY/Adults																															
2. Summer WBL for ISY Students																															
F. PARTICIPANT TRACKING/PERFORMANCE MEASUREMENT																															
1. Customization of Safesforce																															
2. Data and case notes entered into MIS																															
3. Data analysis and quarterly program performance review																															

**Developing/Marketing PSC Career Pathways:** The steering committee, described in the governance section, will ensure the alignment of the secondary, post-secondary education and career pathways into PSC. It will also issue a request for proposals for a marketing plan and materials linked to employer partners existing recruitment efforts and Tennessee’s Drive to 55.

**Recruitment/Case Management:** Two distinct populations will be recruited for this program: In School Youth (ISY- 17- 18) recruited from SCS and Out of School Youth (OSY- 18-24) and adults.

*Recruitment/case management of ISY:* SCS has the primary responsibility for the recruitment of ISY participants for the program through their Career Technical Education (CTE) programs.

Recruitment will focus on students entering or in their junior or seniors years with an interest in

public safety careers. Students meeting the program criteria and expressing an interest in the targeted career fields will be enrolled in the program. Where appropriate, students meeting the eligibility requirements of WIN's year round ISY program will be co-enrolled in Workforce Innovation Opportunity Act (WIOA) services. WIN youth program specialists (YPS) will ensure that males 18 or older register with the Selective Service System. WIN will coordinate the development of a student's Individual Service Strategy (ISS) with the SCS Individual Education Plan (IEP) designed for each student. YPS meet will with/interact with each student at least once per month and document that contact in the Salesforce participant tracking tool described in Component 6. There are two primary goals of the interaction between students and their YPS. The first is to identify and address barriers to success. Typical supportive services may include transportation assistance, child care and participation incentives. The second is to support the career exploration, mentoring and the WBL described below. The YPS will connect students to WIOA One Stop Career Center resources and other resources designed to help them navigate the financial aid process if they choose to pursue a post-secondary education to support Tennessee's Drive to 55. Follow on services will be provided 12 months after exit of the program (i.e. graduation from high school) whether enrolled in WIOA services or not.

*Recruitment of OSY and Adults:* WIN and Southwest share responsibility for student recruitment into the program. OSY students recruited by either partner will be referred to WIN's OSY Year Round Program (and co-enroll in WIOA services if eligible) and receive services similar to those described above for ISY students including the development of an ISS (except coordination of a SCS Individual Education Plan).



Adults currently or interested in enrolling in the targeted Southwest programs will be screened for entry into PSC and WIOA services. WIOA eligible participants will be co-enrolled in WIOA services through the One Stop Career Center and receive case management services by a WIN Workforce Development Specialist (WDS). Assigned WDS' will work with the participant's Southwest academic advisor to coordinate WIOA services with their academic plan.

**Career Exploration:** Career exploration is at the heart of case management activities beginning with WIN and Southwest in the referral/assessment process. In addition to resources available to all participants (ISY, OSY and adults) receiving WIN One Stop Shop services (case management, interviewing skills, resume development, etc.), the steering committee will develop specialized tools to support student's exploration of specific pathways to in-demand jobs with the MPD and the MFD. WIN will leverage its existing contract with the video based Virtual Job Shadowing tool to create modules tied to the in-demand jobs. This tool tracks student's use of the system which will be entered into the Salesforce system as part of ongoing case management. ISY will also enroll in SCS CTE programs. Currently, SCS offers five CTE programs in alignment with the purpose of this initiative. They are: Law, Public Safety and Corrections and Security; Fire Management Services, Legal and Correction Services; Emergency Services and Audio Visual Production. These programs offer classes and electives necessary for graduation and are tied to post-secondary educational program opportunities with Southwest and other post-secondary schools. Students will also be connected to the Tennessee Promise. Students will also have the opportunity to enroll in dual credit courses with SCS and area post-secondary schools. Students can attend classes on their high school campus that are taught by college-approved teacher; college professors teaching on high school campuses; or enroll in

online college courses or use distance learning labs where available. WIN will also enroll students into its ACT Work Ready Communities initiative to ensure that students graduate from high school with their National Career Readiness Certificate (NCRC).

All WIN PSC students will also participate in field trips to Memphis Police and Fire Academies, the Memphis Fire Museum, MPD and MFD stations as group activities that support their connection to their mentors. The Steering Committee will plan additional field trips/activities.

**Mentoring:** WIN will provide the overall coordination of the mentoring program including mentor orientation, training mentor matching, monitoring and supervision and develop a tracking system for the impact of the mentoring relationship. Program partners will also receive training in research-driven data and best-in-class training methods to prepare mentors to handle student outcomes. All mentors recruited from the MPD and MFD will be required to attend a scheduled overview of volunteering with SCS and be vetted by the school system to ensure their suitability to mentor minor youth. Each mentor will be encouraged to sign a commitment to serve as a mentor for at least one year. Mentors are expected to meet with their mentees at least once per month either in one on one sessions or at special events planned by the leadership team of the grant throughout the period of performance.

**Work Based Learning Opportunities (WBL):** Participants will have the opportunity to participate in WIN's Youth Employment Program with opportunities designed specifically with MPD and MFD. WIN's Summer Employment program for ISY features 8 weeks of paid work experience (20 hours/week), soft skills and financial literacy training. Job description will be developed by MPD and MFD so students know what to expect from the experience. WBL

opportunities will connect students with their mentors to reinforce their relationship. These employment opportunities will be funded by WIN as leverage.

OSY and adults in participating programs at Southwest will have the opportunity to participate in WBL as part of their credit bearing coursework. This WBL program features 8 weeks of paid work experience (20 hours/week). Each WBL has a job description so students know what to expect from the experience. WBL opportunities will connect students with their mentors to reinforce their relationship.

**Participant Tracking and Performance Measurement (Follow up):** Data collection, participant tracking and analytical support are crucial to the success of WIN PSC. WIN will customize its Salesforce application as its participant tracking tool. Partners will receive training on data entry and use of Salesforce for the project. Project performance reports will be produced monthly and distributed to program and reviewed monthly at steering committee meetings.

**Project Governance:** Alan Gumbel, WIN Deputy Director of Programs of WIN and a representative of Southwest fiscal staff will serve as the co-project leads of this project. Mr. Gumbel is responsible for program oversight with support of a project coordinator hired for WIN PSC. Southwest will provide fiscal oversight. A steering committee comprised of the co project leads, PSC coordinator, MFD Administrative Division Chief, Hope Lloyd, MPD Deputy Director Mike Ryall, SCS Director of CTE Carol Miller, and the department heads of the Allied Health Sciences Emergency Responder (Merry Mattix), Information Technology (Clemetee Whaley) and Criminal Justice programs (Dr. Wesley Fox) will be formed and meet monthly to oversee all aspects of implementation and performance measurement of all grant activities.

*Role of Proposed Equipment Purchase: No equipment will be purchased with grant funds.*

**Structure of Work Based Learning (WBL) Program:** The WBL is described in section 2 above.

### **SECTION 3. STRENGTH OF PARTNERSHIP**

WIN has good communications and open relationships with MPD and MFD. SCS is the largest single contractor in WIN's Year round Youth program. As the One Stop Shop for Shelby and Fayette Counties in Tennessee, WIN provides Individual Training Accounts (ITA's) for Adult, Dislocated Workers and Youth and has a long standing and positive relationship with Southwest and other post-secondary institutions in its service area.

***Memphis Fire Department:*** MFD is composed of several service centers, or bureaus supporting its mission: *"Teamwork with commitment to excellence, compassion, and immediate community protection."*

As an employer supporting WIN PSC, MFD will: 1. Serve as a member of the leadership team guiding implementation of the grant; 2. assist in developing and implementing the career pathways for emergency medical technicians and fire fighters and other fire related occupations; 3. recruit mentors from currently employed and retired staff matching LEAP 2 participants career interests; 4. expand the Fire Explorers program; and provide Year Round WBL for students enrolled at Southwest programs and Summer Work Based Learning Opportunities for In School Youth (ISY) participating in SCS CTE LEAP 2 participants.

***Memphis Police Department:*** MPD provides police services to more than 650,000 citizens of Memphis. Its mission is: "To create and maintain public safety in the City of Memphis. We do so with focused attention on preventing and reducing crime, enforcing the law and apprehending criminals."

As an employer supporting WIN PSC, MPD will: 1. serve as a member of the leadership team guiding implementation of the grant; 2. assist in developing and implementing the career pathways for police service technician, police officers, police video analysts, 911 dispatch operators and police call dispatchers and other police related occupations; 3. recruit mentors from currently employed and retired staff matching LEAP 2 participants career interests; 4. expand the education and mentoring components of the Community Outreach Program (C.O.P.); and 5. provide Year Round WBL for students enrolled at Southwest programs and Summer Work Based Learning Opportunities for In School Youth (ISY) participating in SCS CTE LEAP 2 participants.

***Southwest Tennessee Community College:*** The Allied Health Sciences department offers Emergency Medical Services related programs of study that include Emergency Medical Technician - Basic, Emergency Medical Technician - Advanced, and Paramedic. The criminal justice program offers three 60-credit-hour degree programs for students interested in pursuing a career in criminal justice. The Fire Sciences degree provides integrates general education and strong career preparation to develop well-rounded fire science professionals. The Computer Information Technology (CITC) offers learning opportunities in a wide range of topics, including network communications, system administration and object-oriented systems development, that prepare you for a career in today's business Information Technology (IT) environment.

As a WIN PSC partner, Southwest will: 1. Serve as a member of the leadership team guiding implementation of the grant; 2. provide referrals of students to the program; 3. Integrate WBL opportunities into courses supporting this project; 4. leverage this contract by providing meeting space for training and mentoring activities; support student access of Tennessee Promise and Tennessee Reconnect in support of Drive to 55 plan.

***Shelby County Schools:*** SCS is the largest public school district in Tennessee and the 22nd largest public school district in the nation.

As a WIN PSC partner, SCS will: 1. Serve as a member of the leadership team guiding implementation of the grant; 2. provide referrals of students to the program; 3. verify participants' educational status; 4. verify each participant's progress towards graduation; 5. provide participants access to Career Training Education (CTE) program of study clusters including Law, Public Safety, Corrections and Security, Fire Management Services, Legal and Correction Services; Emergency Services and Audio/Visual Production; and 6. leverage this contract by providing meeting space for training and mentoring activities.

#### **SECTION 4. BUDGET PLAN**

WIN PSC requests \$617,560 in funding for the 30 month grant period. These funds will be leveraged by \$541,420 from program partners. The budget and budget explanation are attached as Appendix A.

#### **SECTION 5. SUSTAINABILITY**

***Detailed plan for sustaining the program beyond the 30 month funding period and detailed plan for maintaining communication and sharing beyond the 30 month funding period:***

The project partners are committed to sustaining the career pathways created through this initiative beyond the 30 month period by reviewing and updating the marketing plan to keep the candidate pipelines full at high school and post-secondary levels. Accordingly, WIN and Southwest will continue to bring the steering committee together quarterly to assess the number and quality of potential participants and establish annual outcomes. Day to day project coordination will be absorbed into the WIN Career Center. The marketing plan and materials

will be updated with data driven and personal success stories; relying heavily free social media to tell the stories and recruit new participants. WIN will continue to grant access to its Salesforce application to track participants receiving case management, career exploration, supportive services, mentoring and WBL opportunities.

The initiative will also reach out to other municipal law enforcement and fire departments in WIN's service area to align their recruitment efforts with the public safety career pathways and WBL's designed as a result of WIN PSC.

***Long term resources to maintain equipment and plan for maintenance: Not applicable.***

***Detailed commitment and strategy to maintain LEAP developed WBL program:*** The WBL program created as a result of this grant funding is a critical component of ensuring a robust pipeline of individuals from high school age through adults interested in public safety careers. Accordingly, the MPD and MFD are committed to continuing the WBL and incorporating the salary for at least 30 OSY and adult participants per year into their budgets. WIN will continue to support the initiative by allocating 25 slots in its summer employment program (which expects to serve 150-200 youth each year) for youth co-enrolled in the SCS CTE programs and WIOA services.

## APPENDIX A-BUDGET

GRANT BUDGET			
Leap Program Competitive Grant			
The grant budget line item amounts below shall be applicable only to expenses incurred during the following			
Applicable Period: BEGIN: September 14, 2016      END: March 13, 2019			
	Total		
	GRANT	LEVERAGE	TOTAL
Salaries, Benefits & Taxes	\$ 150,000	\$ 130,800	\$ 301,800
Professional Fee, Grant & Award	\$ 422,000	\$ 331,120	\$ 356,500
Supplies, Etc.	\$ -	\$ 14,500	\$ 14,500
Travel, Conferences	\$ -	\$ 3,000	\$ 3,000
Other Non Personnel	\$ -	\$ 62,000	\$ 62,000
Capital Purchases	\$ -	\$ -	\$ -
Total Direct Costs	\$ 588,000	\$ 541,420	\$ 1,129,420
Indirect Costs	\$ 45,560	\$ -	\$ 45,560
In-Kind Expense	\$ -	\$ -	\$ -
Total Costs	\$ 617,560	\$ 541,420	\$ 1,158,980

## BUDGET EXPLANATION

SALARIES, BENEFITS & TAXES: \$150,000      LEVERAGE: \$130,800
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### WIN Project Coordinator: (\$150,000)

The WIN project coordinator (1.0 FTE) is responsible for day to day coordination of the program. Specific duties will include but not be limited to: coordination of steering committee and communications among partners; preparation of all internal and external reports to partners; and ensuring adherence to project budgets. Annual salary is 50,000 with fringe benefits calculated at 20% of salary.

WIN Workforce Development Specialist (1.0FTE) will be provided as leverage to this grant. The Workforce Development Specialist will provide case management services to adults and out of school youth (OSY) participating in the program. **LEVERAGE: \$76,800**

WIN Youth Program Specialist (.50 FTE) will be provided as leverage to this grant. The Youth Program Specialist will provide case management services to in school youth (ISY) participating in the program. **LEVERAGE: \$60,000**

PROFESSIONAL FEE, GRANT & AWARD (\$422,000)
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### Southwest Tennessee Community College (\$110,000)

The Computer Informational Technology Department will expend \$36,666 on professional development of staff and consumable instructional materials.



The Allied Health Sciences and Fire Sciences department will expend \$36,667 on professional development of staff and consumable instructional materials.

The Criminal Justice Department will expend \$36,667 on professional development of staff and consumable instructional materials.

**Memphis Police Department (\$131,000) LEVERAGE (\$80,000)**

The Memphis Police Department will use the funds to defray the personnel costs of recruiting, organizing of volunteer mentors, augmenting the Join the Best in Blue marketing campaign and participation in the steering committee. This also includes re-imbursement of 50% of wages paid to students in Work Based Learning opportunities.

The Memphis Police Department will leverage \$80,000 to pay for salaries paid to students as part of the Work Based Learning Program.

**Memphis Fire Department (\$131,000) LEVERAGE (\$80,000)**

The Memphis Fire Department will use the funds to defray the personnel costs of recruiting, organizing of volunteer mentors, augmenting their existing marketing/recruitment campaign and participation in the steering committee. This also includes re-imbursement of 50% of wages paid to students in Work Based Learning opportunities.

The Memphis Fire Department will leverage \$80,000 to pay for salaries paid to students as part of the Work Based Learning Program.

**Shelby County Schools (\$30,000) LEVERAGE: \$85,000**

Shelby County Schools will use funds to purchase consumable instructional materials and professional development for staff in the following CTE programs (Law, Public Safety, Corrections and Security, Fire Management Services, Legal and Correction Services; Emergency Services and Audio/Visual Production) in alignment with the programs at Southwest.

WIN and SCS will leverage \$85,000 in support of the CTE programs for ISY students.

**WIN ISY Work Based Learning (Summer Employment) (\$0)**

WIN will provide wages for ISY youth participating in the WIN Summer Program with employer partners.  
**LEVERAGE: \$86,200**

**Public Safety Career Marketing Plan/Materials (\$20,000)**

WIN PSC will issue an RFP to design and implement a marketing strategy to align WIN PSC efforts with existing employer driven marketing strategies highlighting the career pathways to public safety careers.

<b>SUPPLIES (\$0) LEVERAGE: \$14,500</b>
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Purchase of supplies will not be charged to this grant. Supplies will be provided by WIN as an in-kind contribution in the amount of \$14,500.

<b>TRAVEL, CONFERENCES AND MEETINGS (\$0) LEVERAGE \$3,000</b>
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WIN will not charge travel, conferences or meetings to this grant but will be provided by WIN as an in-kind contribution in the amount of \$3,000.

<b>OTHER NON PERSONNEL (\$0) LEVERAGE: \$62,000</b>
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There are no Other Non Personnel expenses charged to grant funds. WIN will provide supportive services to WIOA eligible ISY, OSY and adults. These services include transportation assistance (bus/gas cards, child care and other services designed to assist participants overcome barriers to success.

<b>CAPITAL EXPENSES (\$0)</b>
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There are no capital expenses associated with this LEAP 2.0 application.

<b>INDIRECT COST (\$45,560)</b>
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8% OF TOTAL DIRECT COSTS OF \$588,000 PAID TO SOUTHWEST TENNESSEE COMMUNITY COLLEGE AS FISCAL AGENT OF THE PROJECT.

IN-KIND EXPENSE: In kind expenses are calculated as part of project match and identified in the budget explanation above.

**TOTAL DIRECT AND INDIRECT PROJECT COSTS: \$617,560**

**LEVERAGE: 541,420**

**TOTAL PROJECT: \$1,158,980**

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# SOUTHWEST

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TENNESSEE COMMUNITY COLLEGE

P.O. Box 780 • Memphis, TN 38101-0780 • (901) 333-5000 • [www.southwest.tn.edu](http://www.southwest.tn.edu)

July 20, 2016

Mike Krause, Executive Director  
State of Tennessee Higher Education Commission  
Parkway Towers, Suite 1900  
Nashville, TN 37243-0830

Dear Mr. Krause:

Southwest Tennessee Community College is pleased to provide this letter of commitment (LOC) as the required higher education partner and fiscal agent in the Workforce Investment Network/Southwest Tennessee Community College **Public Safety Careers** proposal to Labor Education Alignment Program (LEAP) 2.0 Grant Competition.

Through the proposal, whose partners includes, Shelby County Schools, City of Memphis Police Department and City of Memphis Fire Department, participants will have the opportunity to gain support, access and entry into justice and emergency services career pathways and employment.

Through this collaborative grant opportunity in exchange for \$155,760 (\$110,000 in direct program costs and \$45,760 in indirect costs) in support from grant funds, Southwest is committed to:

- serve as a member of the leadership team guiding implementation of the grant;
- serve as the fiscal agent for the project
- provide referrals of students to the program;
- integrate Work Based Learning (WBL) opportunities into courses and curriculum in the certificate and diploma bearing programs in Southwest's Emergency Medical Responders, Criminal Justice and Computer Information Technology programs supporting careers in public safety;
- leverage this contract by providing meeting space for training and mentoring activities; and
- support student access to Tennessee Promise and Tennessee Reconnect in support of Tennessee's Drive to 55 plan.

If we can provide additional information, please do not hesitate to contact me.

Sincerely,



Dr. Tracy D. Hall  
President

OFFICE OF THE PRESIDENT

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Macon Cove Campus • Union Avenue Campus • Fayette Site • Gill Center • Maxine A. Smith Center • Millington Center • Whitehaven Center

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Southwest Tennessee Community College, a Tennessee Board of Regents institution, is an affirmative action/equal opportunity college.



JIM STRICKLAND  
MAYOR

DIVISION OF POLICE SERVICES

July 20, 2016

Dr. Ross Deaton, Interim Executive Director  
State of Tennessee Higher Education Commission  
Parkway Towers, Suite 1900  
Nashville, TN 37243-0830

Dear Dr. Deaton:

The Memphis Police Department is pleased to provide this letter of commitment (LOC) to the Workforce Investment Network/Southwest Tennessee Community College **Public Safety Careers** proposal to Labor Education Alignment Program (LEAP) 2.0 Grant Competition.

Through the proposal, participants will have the opportunity to gain support, access and entry into justice and emergency services career pathways and employment.

With support from grant funds and additional funding necessary for full project implementation, the Memphis Police is committed to:

- serve as a member of the leadership team guiding implementation of the grant;
- assist in developing and implementing the career pathways for police service technician, police officers, police video analysts, 911 dispatch operators and police call dispatchers and other police related occupations;
- recruit mentors from currently employed and retired staff matching LEAP 2 participants career interests;
- expand the education and mentoring components of the Community Outreach Program (C.O.P.); and
- provide Year Round WBL for students enrolled at SWTCC programs and Summer Work Based Learning Opportunities for In School Youth (ISY) participating in Shelby County Schools CTE LEAP 2 participants.

If we can provide additional information, please do not hesitate to contact me.

Sincerely,

Michael W. Rallings  
Interim Director, Memphis Police Department

cc: Mike Ryall, Deputy Director



July 20, 2016

Dr. Ross Deaton, Interim Executive Director  
State of Tennessee Higher Education Commission  
Parkway Towers, Suite 1900  
Nashville, TN 37243-0830

Dear Dr. Deaton:

The Memphis Fire Department is pleased to provide this letter of commitment (LOC) to the Workforce Investment Network/Southwest Tennessee Community College **Public Safety Careers** proposal to Labor Education Alignment Program (LEAP) 2.0 Grant Competition.

Through the proposal, participants will have the opportunity to gain support, access and entry into justice and emergency services career pathways and employment.

In exchange for \$131,000 in support from grant funds, the Memphis Fire Department is committed to:

- serve as a member of the leadership team guiding implementation of the grant;
- assist in developing and implementing the career pathways for emergency medical technicians and fire fighters and other fire related occupations;;
- recruit mentors from currently employed and retired staff matching LEAP 2 participants career interests;
- expand the education and mentoring components of the Community Outreach Program (C.O.P.); and
- provide Year Round WBL for students enrolled at SWTCC programs and Summer Work Based Learning Opportunities for In School Youth (ISY) participating in Shelby County Schools CTE LEAP 2 participants.

***If we can provide additional information, please do not hesitate to contact me.***

***Sincerely,***

**Gina Y Sweat**

**Director**

**901-636-5000 / [Gina.Sweat@memphistn.gov](mailto:Gina.Sweat@memphistn.gov)**



## THE CHIEF ACADEMIC OFFICE

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160 S. Hollywood • Memphis, TN 38112 • (901) 416-5800 • Fax (901) 416-7612 • [www.scsk12.org](http://www.scsk12.org)

**Heidi A. Ramírez, Ph.D**  
Chief Academic Officer  
[ramirez-h@scsk12.org](mailto:ramirez-h@scsk12.org)

July 26, 2016

Dr. Ross Deaton, Interim Executive Director  
State of Tennessee Higher Education Commission  
Parkway Towers, Suite 1900  
Nashville, TN 37243-0830

Dear Dr. Deaton:

As Chief Academic Officer for Shelby County Schools, I am pleased to provide this letter of commitment (LOC) to the Workforce Investment Network/Southwest Tennessee Community College **Public Safety Careers** proposal to Labor Education Alignment Program (LEAP) 2.0 Grant Competition.

Through the proposal, participants will have the opportunity to gain support, access and entry into justice and emergency services career pathways and employment.

Through this collaborative grant opportunity in exchange for \$25,000 in support from grant funds, Shelby County Schools is committed to:

- serve as a member of the leadership team guiding implementation of the grant;
- provide referrals of students to the program;
- verify in school youth (ISY) participants' status in regards to the following: being currently enrolled in public or alternative secondary school and having the potential to graduate within 2 years;
- verify each participant's progress towards graduation;
- provide ISY participants access to Career and Technology Education (CTE) program of study clusters including Law, Public Safety, Corrections and Security, Fire Management Services, Legal and Correction Services; Emergency Services and Audio/Visual Production;
- leverage this contract by providing meeting space for training and mentoring; and
- support student access to Tennessee Promise as part of Tennessee's Drive to 55 plan.

If we can provide additional information, please do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, consisting of a large, stylized 'H' followed by a long, sweeping horizontal line that loops back under the 'H'.

Heidi A. Ramirez  
Chief Academic Officer